

FROM:

EA/EXDIR

TO:

Executive Committee
Members

B-234

ER NO. EXCOM

82-7003

DATE

10feb82

CLASS.

IUO

SUB: Memo-subject- Minutes of 3feb82 executive committee
meeting: Recruitment.

10feb82 cys to DCI,DDCI,DDA,DDI,DDO,DDS&T,IG,Personnel,

ER cy to ES SUSPENSE 12 NOON 17 FEB FOR DDA
10feb82 cy to ER file AND 12 NOON 3 MAR for
D/PERS.

1

SUSPENSE DATE

Noon
3 March

ACTION OFFICE(S)

~~Noon~~, B/Pers

FIRST REMINDER SENT

SUSPENSE DATE EXTENDED TO:

SECOND REMINDER SENT

DATE OFFICE CALLED &
CURRENT STATUS

DATE COMPLETED

B 234

ER: Per Jim Plarum, he will be meeting with
Mr. Mahon to discuss the above. I think we can
mark action completed.

JC 106 3/15/82

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1

SUSPENSE DATE

*12 NOON
17 Feb*

ACTION OFFICE(S)

DDA

FIRST REMINDER SENT

SUSPENSE DATE EXTENDED TO:

SECOND REMINDER SENT

DATE OFFICE CALLED &
CURRENT STATUS

DATE COMPLETED

*Per D/ES - answered directly by EA/EXDIR.
We will read at later*

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ER a-
OK

EXCOM 82-7003

10 February 1982

MEMORANDUM FOR: Executive Committee Members

FROM:

[REDACTED]
EA/Executive Director

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SUBJECT: Minutes of 3 February 1982 Executive Committee Meeting:
Recruitment

1. The Executive Committee met on 3 February 1982 for an update on recruitment. Mr. McMahon (ExDir) chaired the session; participants included Messrs. Stein (DDO), Fitzwater (DDA), Gates (DDI), Taylor (ADDS&T), Briggs (IG), and Glerum (D/OP).

2. Mr. Glerum noted that he was generally optimistic about the Agency's recruitment posture but acknowledged that some problem areas did exist. He highlighted the current status of hiring and applicant processing against the FY-82 ceiling, projected personnel strength for the rest of the fiscal year, and the typical pattern of applicant activity in a one-week period. He noted three problem areas: the difficulties for the Offices of Personnel, Medical Services, and Security to process the applicants necessary to meet the FY-83 ceiling; and shortages of clericals and career trainee (CT) candidates.

3. Reviewing efforts underway to alleviate the clerical shortage, Mr. Glerum reported that the Agency was expanding advertising efforts beyond the traditional boundaries, augmenting the clerical recruitment staff with senior secretarial annuitants with overseas experience, and adding two clerical recruiters to the Washington recruitment office. He emphasized the need to set priorities regarding where new clericals should be assigned, and acknowledged full relief on the clerical shortage would be unlikely until September.

4. Regarding the shortage of career trainees, Mr. Glerum explained that the applicant pools were not producing the number of selected candidates that past experience would indicate. Remedial efforts include expanded advertising and substantial involvement by the DDO, including annuitant interviewers [REDACTED]

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[REDACTED] identifying potential CT candidates. The DDO has also agreed to accept a higher percentage of younger CT candidates to try and increase the numbers entering on duty. Mr. Taylor initiated a brief discussion on the utility of CTs for directorates other than the DDO. Mr. McMahon concluded that he thought it essential for the DDS&T and DDI to have a core of CTs to ensure the development of a cadre of professional intelligence officers.

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5. Mr. Glerum mentioned that the Agency also needed to improve efforts to recruit certain "hard-to-get" categories of employees, including scientists and economists. Activities to date include better tailoring of requirements and improving contacts in private industry and academic circles. Mr. Glerum noted that the Agency's pay scale was not as competitive as it needed to be. He advised that the ongoing pay study should provide some relief, and the recent authorization bill will enable the DCI to provide relocation expenses for "hard-to-get" categories of personnel. Mr. Fitzwater said that he was exploring possibilities for paying new clericals sooner after they enter on duty and for obtaining temporary housing for them to ease their relocation strains.

6. Mr. Glerum urged attendees to keep their recruitment guides up to date. Mr. McMahon initiated a discussion of past discrepancies between the Office of Personnel and the directorates regarding the number of requirements reflected in the guides. Mr. Glerum said that direct interaction with office-level managers has overcome that problem and urged members to inform him if it recurs. In response to Mr. Gates' concern about the lack of new "EODs" for the DDI, Mr. Glerum suggested that he centralize DDI's priority categories. Acknowledging OCR's acute clerical shortage, Mr. Glerum noted that more clericals for the DDI were being assigned to OCR.

7. Mr. Briggs noted that if the Offices of Security and Medical Services were under strength, efforts to process new applicants would bog down. Mr. Glerum responded that his major concerns in the processing process were backlogs in psychological assessments and polygraphs. Mr. McMahon requested members to explore the possibility of providing [redacted] to develop a computer program to assist in scoring the psychological assessments. He also suggested that Mr. Fitzwater try to identify psychologists in other components who could assist in alleviating the backlog. Contracting some of this work out was also suggested as a possibility.

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8. Mr. Fitzwater reviewed the polygraph workload, noting tradeoffs among applicant processing, employee reinvestigations, and the industrial security program. Mr. McMahon asked for a breakdown among the three categories. He also suggested the possibility of contracting out some of our initial polygraph screening. Mr. Glerum noted that problem cases could then be turned over to Agency polygraph operators.

9. Mr. Briggs expressed concern that the Agency was not doing more in developing parallel recruitment efforts with increased line involvement to reduce the ratio of applicants to new employees. Mr. Glerum said that DDO efforts in this area had been successful, but more needed to be done in the DDI and DDS&T. Mr. Gates noted that the Agency was still losing good prospects because of the length of processing time.

10. Summarizing the discussion, Mr. McMahon noted that Mr. Gates should centralize DDI's recruitment priorities; Mr. Fitzwater should provide a progress report by 17 February on alleviating the psychological assessment and polygraph problems; and Mr. Glerum should provide a progress report by 3 March on vacancies, projected personnel strength, and anything else that could be done to improve recruitment.

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